



NORTH CAROLINA EDUCATION LOTTERY  
**STRATEGIC  
2 YEAR  
PLAN**  
**JULY 1, 2008**



## **Mission Statement**

To operate the lottery with the highest degree of integrity and security to maximize net revenues raised for the education programs identified by the Legislature.



## History

On March 30, 2006, the North Carolina Education Lottery (NCEL) began selling instant scratch-off tickets. That initial offering included four instant scratch-off games with new games being added every two to three weeks. This sales kick-off occurred three months and 25 days after the first employee came on board and was the fastest start-up of any lottery in the country. Nearly 5,000 retailers sold lottery tickets from day one.

Quick on the heels of instant scratch-off tickets, the NCEL offered Powerball tickets for sale on May 30, 2006. North Carolina had a \$200,000 winner in the first draw in which we participated. We quickly became the Powerball jurisdiction with the first or second highest sales. So in just slightly more than six months the NCEL was in the instant and online business.

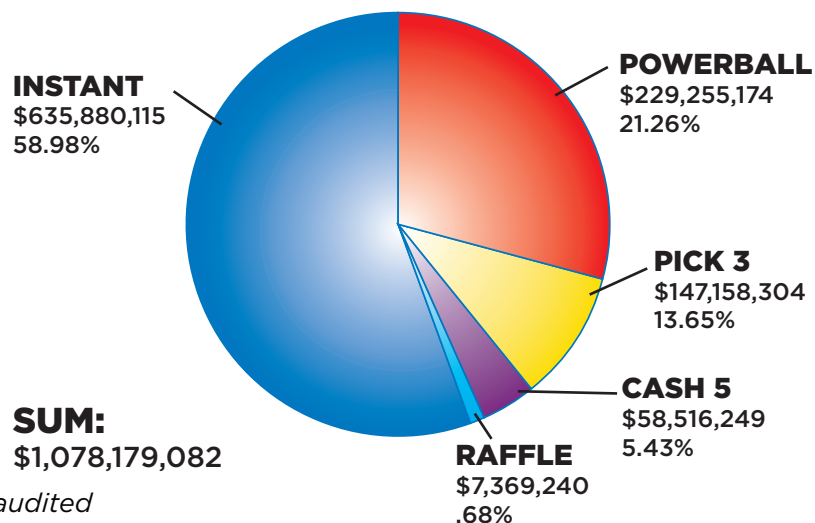
To round out the online games, the NCEL offered in-state 3-digit and 5-digit games. On October 6, 2006, Carolina Pick 3 began and on October 27, 2006, Carolina Cash 5. WRAL became the primary draw station with stations in four other media markets televising the draw.

On the November 29, 2006 draw, the NCEL had its first Powerball Jackpot winner. Jackie Alston won \$74.5 million. Anticipation mounted around the state waiting for Ms. Alston to identify herself and claim her winnings, which she did in February 2007.

The NCEL finished its first full fiscal year with sales of \$889 million. The FY07 transfer, including FY06 carryover, totaled \$325 million.

The second year of the lottery maintained the fast pace of the first and saw new activities for our continuing effort to attract different players. The NCEL gave away five Ford Mustangs in five Carolina Cash 5 promotional drawings and conducted two raffles with multiple one million dollar top prizes. We surpassed \$1 billion, then \$2 billion in sales. We gave away Harley Fat Boy motorcycles, both as a prize on an instant scratch-off ticket and as a second chance drawing prize.

The NCEL finished its second full fiscal year with unaudited sales of \$1.078 billion. The FY 08 transfer totaled over \$350 million which met the amount appropriated by the Legislature in the FY08 budget.



*\*Sales are unaudited*



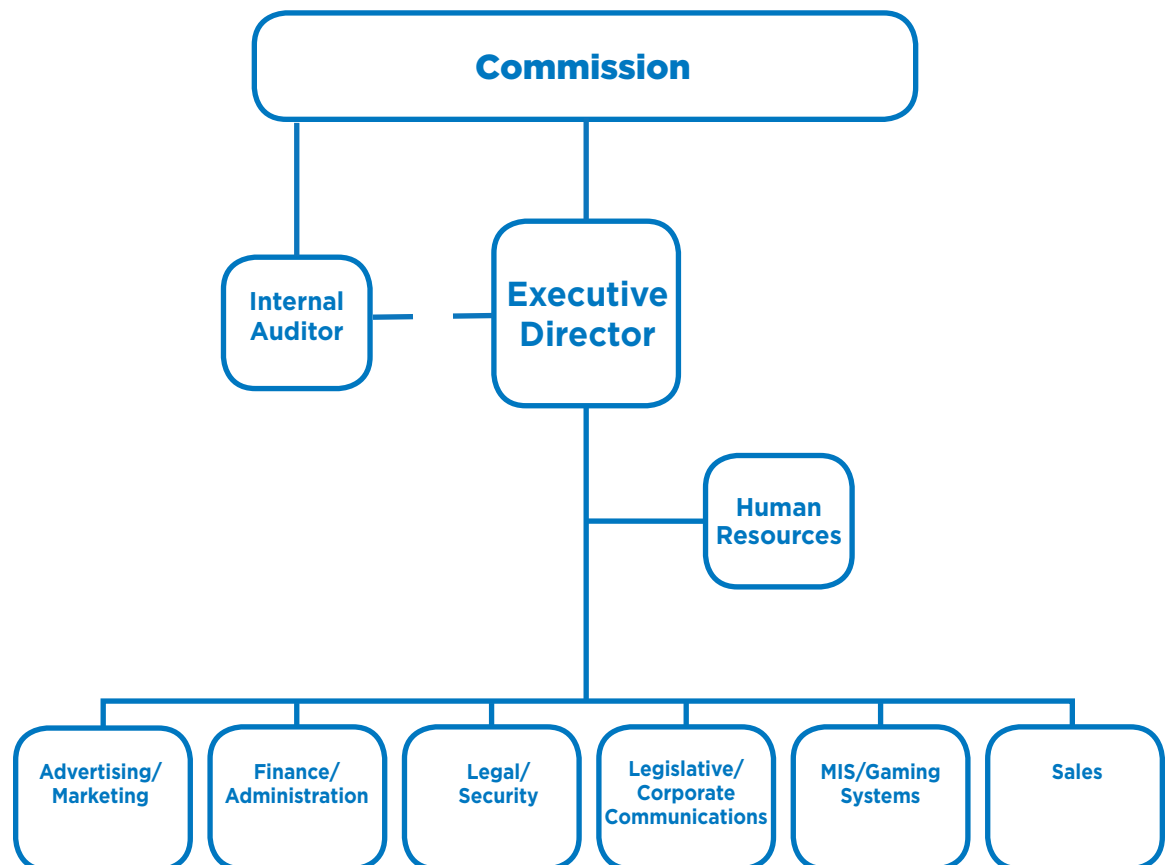
## Organization

The NCEL is governed by GS18C – the North Carolina State Lottery Act, passed into law on August 31, 2005.

[www.ncga.state.nc.us/EnactedLegislation/Statutes/HTML/ByChapter/Chapter\\_18C.html](http://www.ncga.state.nc.us/EnactedLegislation/Statutes/HTML/ByChapter/Chapter_18C.html)

The North Carolina Education Lottery Commission oversees the operations of the NCEL. The Commission is a nine-member body; five members appointed by the Governor and two members each appointed by the President Pro Tem of the Senate and the Speaker of the House. The Commission meets quarterly.

The Executive Director oversees the daily operations of the NCEL. Under the executive director there are six operating divisions and an executive staff.





## **Advertising and Marketing**

The Advertising and Marketing Division is responsible for the positioning and development of the NCEL brand and its games by projecting an entertaining, socially acceptable image of the NCEL that complies with the legislative mandate and its mission to raise revenue for education. We develop marketing programs that educate players about our games and latest promotional offerings, our winners and our contributions to education. We also provide players with fun, entertaining experiences through the play of our games and through participation in promotional events at fairs, festivals and sports sponsorships.

## **Finance and Administration**

The Finance Department is responsible for accounting, budgeting, and purchasing functions of the Lottery. The Administration Department is responsible for contracting with retailers desiring to do business with the Lottery; providing a telephone hotline for retailers to call for assistance when needed on their lottery accounts; validating and payment of player prizes; facility services and motor fleet management.

## **Legal and Security**

The Legal Department supports all other NCEL Departments in furtherance of their goals and objectives by providing legal advice and counsel. Specifically, this Department drafts and reviews contracts, drafts internal policies and procedures, responds to legal claims, and actively participates in all civil and criminal litigation affecting the NCEL.

The Security Department not only provides for the physical security of all NCEL employees and its assets, but most importantly, this Department upholds the integrity of the NCEL by securing the instant ticket and online games of the NCEL, as well as handling retailer security related issues.

## **Legislative and Corporate Communications**

The Legislative group interacts with state legislators, handling NCEL-originated legislation and tracking legislation of interest or impact to the NCEL. Communications manages internal and external communications, including press releases, newsletters, media events, daily clips, media interviews, public information requests, and speaking engagements. Communications also manages the players' hotline and communications with players, written and telephonic.

## **MIS and Gaming Systems**

Gaming Systems coordinates and tests changes to the online gaming system, troubleshoots gaming system issues, operates the ICS (Internal Control System), and provides analysis and reporting of gaming system and lottery industry data. MIS provides technology services such as email, Internet access, helpdesk, desktop and laptop computers, mobile computing, printing, phone and network services.

## **Sales**

The Sales Division manages the sales programs with independent retailers and large chains. The Division motivates and educates retailers by establishing and maintaining rapport. Additional duties include the recruitment and expansion of the retailer base with the overall goal of increasing sales for the NCEL education programs.



## Beneficiaries

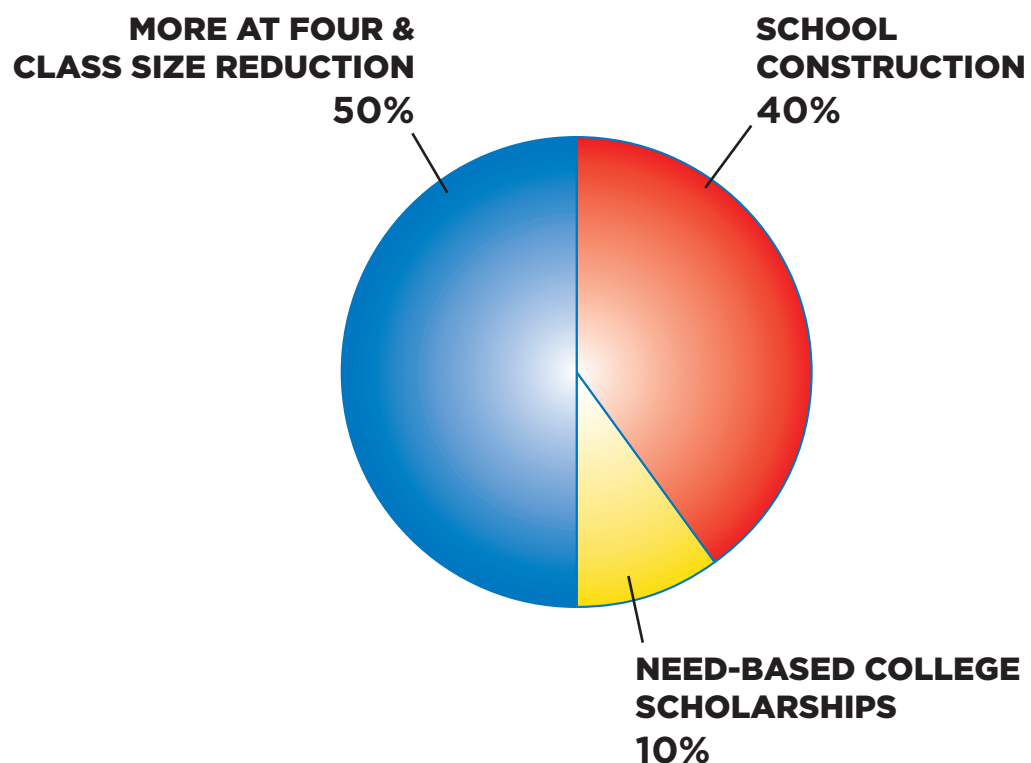
The State Lottery Act designates the following four beneficiary programs: pre-kindergarten for at-risk four year olds, class size reduction to one teacher per 18 students in grades K-3, school construction, and need-based college scholarships.

The More at Four program receives the pre-kindergarten funds. In FY07, lottery proceeds funded over 18,000 slots for at-risk four year olds. Local programs in all 100 counties benefited from lottery dollars.

Lottery dollars fully funded over 2500 teaching positions with all 100 counties receiving these dollars. These two programs, More at Four and class size reduction, receive 50 percent of lottery proceeds.

School construction dollars are awarded to counties based on a formula in the statute. School construction receives 40 percent of lottery proceeds. Of this, 65% is awarded to counties based on student population and 35% is awarded to those counties with property tax above the state average, again based on student population. Counties can bank their funds in order to amass sufficient funds to pay for a large project or they can use the funds as they become available for smaller projects. At the end of FY08, counties had scheduled 237 projects, using lottery proceeds.

College scholarships receive ten percent of lottery proceeds. The scholarships are need-based and may be used for in-state schools: colleges, universities, and community colleges. Students must qualify for the federal Pell Grant in order to qualify for a lottery scholarship. The State Education Assistance Authority oversees this program. For the 07/08 school year, over 32,000 students received lottery scholarships. They came from all 100 counties.





## Where the Money Goes

The State Lottery Act provides guidelines for how lottery revenues are spent. Over ninety-five percent of revenues are returned to the public in some form.

At least 50 percent of revenues are paid out in prizes. The 2007 Legislature provided the NCEL flexibility in prize payout and allowed the NCEL to spend more than 50 percent on prizes paid in order to meet the annual Legislative Budget.

To the extent practicable, 35 percent is transferred to the State Lottery Fund which then goes to the beneficiary programs. The allowance to increase the prize payout means that less than 35 percent may be transferred to beneficiary. However, by paying out more in prizes, the NCEL has been able to increase sales. Consequently, the beneficiary programs receive a greater dollar return.

Retailers receive a seven percent commission for their efforts to sell lottery tickets.

While the lottery statute provides that up to eight percent may be used for administration, the remaining dollars, which amount to less than five percent, go to administration. Of that five percent, the gaming contractor, GTECH, receives 1.5999 percent. The NCEL spends no more than one percent on advertising. The Department of Health and Human Services receives \$1 million annually for their problem gambling program. This leaves about 2.3 percent for the remainder of administrative costs.



## SWOT Analysis

To prepare for its third full year of operations, the NCEL undertook the development of a strategic plan to guide its activities for the next one to three years. The first step in this process was the development of a SWOT analysis: the identification of strengths, weaknesses, opportunities and threats.

### Strengths

1. Highly diversified Commission represents entire state and all business disciplines
2. Experienced, diversified staff
3. Strong customer service
4. Detailed policy and procedures already developed
5. Solid base of retailers – 41% corporate/59% independent
6. Staff investments
  - Development
  - Training
  - Communications
  - Proper tools
7. Low cost administration
8. Continuation of Operation Plan (COOP) prepared and tested

### Weaknesses

1. Inability to perform fully as a market driven organization
2. External perception is impacted by uniqueness of industry (sales organization within state government)
3. Limited career path for staff
4. High turnover of retail clerks
5. Inability to incentivize retailers or retailer clerks
6. Limited advertising budget

### Opportunities

1. Continuing to improve overall communication
2. Streamlining employee recruitment process
3. Cross training
4. Continuously reviewing and streamlining business processes to increase proficiency
5. Ongoing retailer training to include security issues
6. Continuing to increase retailer base and improve market penetration using new technology as one tool
7. Increasing community awareness about where the money goes, how to play games and number of winners and encourage support from beneficiary agencies to deliver message





## Threats

1. Maintaining a competitive position within the job market
2. Downturn in the economy; small business closings
3. Negative perception created by those opposed to the lottery leading to negative media, negative player perception, damaged reputation, disinterest in lottery participating in events
4. Loss of knowledgeable staff and experience
5. Diminished integrity due to internal fraud, data loss, retailer fraud
6. Restrictive laws on background checks for non-major vendors
7. Increased cost of advertising media
8. Severe weather/storms (natural disasters)
9. Lawsuit on constitutionality of enactment of lottery statute



## Goals

The NCEL used the SWOT analysis to develop the four goals needed to carryout the mission of the organization: To operate the lottery with the highest degree of integrity and security to maximize net revenues raised for the education programs identified by the Legislature.

- 1. Maximize net revenues for defined education programs in North Carolina**
- 2. Maintain an organizational culture of high trust and total participation**
- 3. Continue to build public confidence and trust**
- 4. Continue to achieve diversity internally and externally**

The NCEL developed actions steps and a time frame, whose successful completion should lead to accomplishing the four goals, as detailed on the following pages.



## Action Steps

### 1. Maximize net revenues for defined education programs in North Carolina

#### **ACTION STEP**

**Include operational reviews in each audit for cost efficiency**

**Responsibility:** Audit

**Measurement:** 100% of audits where scope includes review of cost efficiency

**Time frame:** FY 09

#### **ACTION STEP**

**Analyze and research products within statutory authority that are exciting to existing players and create interest and trial by new players.**

**Responsibility:** Advertising/Marketing/Sales/Gaming Systems

**Measurement:** Player research conducted and results available

**Time frame:** FY10

**Action Step:** Review various options for a new 6 digit in-state game that offers players a game with winnings somewhere between the low end jackpots of Powerball and the top prize offerings of Carolina Cash 5.

**Responsibility:** Advertising/Marketing/Sales/Gaming Systems

**Measurement:** Evaluation/review of game options by December 31

**Time frame:** FY09

**Action Step:** Evaluate and develop promotions for Carolina Pick 3.

**Responsibility:** Advertising/Marketing/Sales/Gaming Systems

**Measurement:** 5% increase in sales achieved during promotion

**Time frame:** FY09

**Action Step:** Evaluate a Harley Davidson game in spring 2009, similar to the successful game in FY08, with an even higher-end bike or grand prize drawing.

**Responsibility:** Advertising/Marketing/Sales/Gaming Systems

**Measurement:** Harley-Davidson game launched

**Time frame:** FY09



**Action Step:** Continue to build excitement and sales for Carolina Cash 5 by developing short term promotional offerings.

**Responsibility:** Advertising/Marketing/Sales/Gaming Systems

**Measurement:** 5-10% increase in sales achieved during promotion

**Time frame:** FY09

**Action Step:** Consider conducting summertime raffle promotion.

**Responsibility:** Advertising/Marketing/Sales/Gaming Systems

**Measurement:** Research conducted to determine player interest

**Time frame:** FY09

### **ACTION STEP**

**Implement a dedicated scratch-off advertising plan to build on the momentum of higher prize payouts by providing consistent awareness and game information for the newest games being introduced.**

**Responsibility:** Advertising/Marketing

**Measurement:** Sales for the Scratch-off category experience continued increase

**Time frame:** FY09

### **ACTION STEP**

**Build the special events and promotions programs to heighten the overall fun and entertainment of the NCEL statewide**

**Responsibility:** Advertising/Marketing

**Measurement:** Overall value of special events and promotions tracked and available

**Time frame:** FY09

### **ACTION STEP**

**Expand the NCEL website's player outreach to develop and brand an interactive site**

**Responsibility:** Advertising/Marketing

**Measurement:** Interactive plan developed and implemented

**Time frame:** FY10



### **ACTION STEP**

**Incorporate webcasting of interactive vignettes to expand game advertising and showcasing of lottery commercials**

**Responsibility:** Advertising/Marketing

**Measurement:** Concepts developed and implemented

**Time frame:** FY09

### **ACTION STEP**

**Explore opportunities for internet advertising plan on other news and entertainment sites**

**Responsibility:** Advertising/Marketing

**Measurement:** Documented evaluation of opportunities available

**Time frame:** FY10

### **ACTION STEP**

**Analyze cost savings suggestions and implement where feasible to maintain costs at or below budget**

**Responsibility:** All Divisions

**Measurement:** Actual cost savings tracked and available

**Time frame:** FY09

### **ACTION STEP**

**Recognize retailer contribution to lottery sales and education programs**

**Responsibility:** Communications

**Measurement:** Recognition posted periodically on webpage; press releases announcing selections issued

**Time frame:** FY09

### **ACTION STEP**

**Continue to create winner awareness**

**Responsibility:** Communications/Marketing

**Measurement:** Winner releases issued semi-weekly; winners added to webpage upon receipt; updated winner DVD compiled and provided to Regional Offices

**Time frame:** FY09



### **ACTION STEP**

#### **Maintain positive relationship with players**

**Responsibility:** Communications

**Measurement:** Player call logs maintained and analyzed; emails sent to Sales and/or Security as need arises; two new DVDs produced in FY09; big winners survey FY10

**Time frame:** FY09/FY10

### **ACTION STEP**

#### **Keep public informed on programs benefiting from lottery net proceeds**

**Responsibility:** Communications/Marketing

**Measurement:** Annual Report completed and distributed, FY08 beneficiary brochure completed and distributed, beneficiary DVD produced and provided to Regional Offices, all requests to speak to civic groups accepted

**Time frame:** FY09

### **ACTION STEP**

#### **Develop public relations earned media opportunities**

**Responsibility:** Communications

**Measurement:** Total Metro Monitor dollar value of TV coverage of lottery events tracked

**Time frame:** FY09

### **ACTION STEP**

#### **Implement Phase II of the SMARTS (Sales Management & Retailer Tracking System) to be used by sales representatives to help retailers increase sales**

**Responsibility:** MIS

**Measurement:** SMARTS Phase II requirements gathered, designed, coded, tested and implemented

**Time frame:** FY09

### **ACTION STEP**

#### **Evaluate vendor's performance using performance management tools**

**Responsibility:** Gaming Systems

**Measurement:** Performance criteria and measurements set and evaluation conducted

**Time frame:** FY10



### **ACTION STEP**

**Create an Enterprise Retail Management system to better serve NCEL retailers and staff**

**Responsibility:** MIS

**Measurement:** Phase II of Enterprise Retailer Management System requirements gathered, designed, coded, tested and implemented

**Time frame:** FY10

### **ACTION STEP**

**Improve ease of use of vendor terminal software and products**

**Responsibility:** Gaming Systems

**Measurement:** Gaming Systems participation in retailer workshops and task forces; recommended changes to vendor software created, tested and implemented

**Time frame:** FY09

### **ACTION STEP**

**Enhance disaster recovery network to maintain minimum interruption of sales**

**Responsibility:** MIS

**Measurement:** SAN (Storage Area Network) telephone system and network in Greensboro built and operational

**Time frame:** FY09

### **ACTION STEP**

**Manage instant ticket distribution in order to maximize sales**

**Responsibility:** Sales

**Measurement:** Increased instant ticket sales over previous year and minimized retailer out-of-stock issues

**Time frame:** FY09

### **ACTION STEP**

**Grow the NCEL retailer base through recruitment of non traditional trade styles using new technology as a tool**

**Responsibility:** Sales

**Measurement:** Growth of retailer base over previous year

**Time frame:** FY09



### **ACTION STEP**

**Continue to provide training to retailers to help minimize the negative effects of high turnover of retail clerks**

**Responsibility:** Sales

**Measurement:** Monthly training reports submitted by Sales Rep and available

**Time frame:** FY09

### **ACTION STEP**

**Continue to focus the retail base on the benefits of selling lottery**

**Responsibility:** Sales

**Measurement:** Articles produced for trade group newsletters; quarterly sales reviews conducted by Sales Reps with retailers; retailer newsletter produced quarterly; retailer workshops conducted regionally

**Time frame:** FY09





## **2. Maintain an organizational culture of high trust and total participation**

### **ACTION STEP**

**Continue to cross train staff creating trust between all divisions since they depend on one another**

**Responsibility:** All Divisions

**Measurement:** Cross-training database available and based on information provided to HR by the divisions

**Time frame:** FY09

### **ACTION STEP**

**Continue to foster interdivisional cooperation and support through directors' meeting, off-site activities, and in-house gatherings**

**Responsibility:** All Divisions

**Measurement:** DED and Directors' meeting held on regular basis, special milestones recognized

**Time frame:** FY09

### **ACTION STEP**

**Continue to operate fully within the NCEL Policy and Procedures**

**Responsibility:** All Divisions

**Measurement:** Failures to follow policy and procedures tracked and available

**Time frame:** FY09

### **ACTION STEP**

**Perform compensation study to ensure there is an objective study of compensation for all employees**

**Responsibility:** Human Resources

**Measurement:** Services of a professional firm retained to evaluate positions and provide competitive pay ranges; report available

**Time frame:** FY09



### **ACTION STEP**

#### **Evaluate options for creating a more flexible work environment**

**Responsibility:** Human Resources

**Measurement:** Recommendations to senior staff presented quarterly, based on employee input

**Time frame:** FY09

### **ACTION STEP**

#### **Evaluate salary and benefits package, including non-monetary benefits, to determine if any changes should be made to the package**

**Responsibility:** Human Resources

**Measurement:** Evaluation completed and reported to DEDs

**Time frame:** FY10

### **ACTION STEP**

#### **Produce security video for use in orientation for new employees to include topics such as: access card responsibilities; emergencies in buildings; security hotline numbers; etc. The new employees should be required to review the video on first day of employment**

**Responsibility:** Security/Human Resources

**Measurement:** Video produced; new hire participation tracked and available

**Time frame:** FY09

### **ACTION STEP**

#### **Continue Ask the Executive program**

**Responsibility:** Communications

**Measurement:** Ask the Executive responses posted within 72 hours 99% of the time

**Time frame:** FY09

### **ACTION STEP**

#### **Maintain regular communication with employees**

**Responsibility:** All Divisions

**Measurement:** Employee newsletter posted on intranet monthly; all employee meetings conducted quarterly; daily clips, press releases, weekly legislative report and monthly status report posted on intranet; divisional staff meetings conducted bi-weekly; intranet functionality expanded using SharePoint version 7 upgrade

**Time frame:** FY09



### **ACTION STEP**

**Continue development of RFSS (Request for Software Services) tool used to enter and track GTECH software requests by the appropriate departments**

**Responsibility:** Gaming Systems

**Measurement:** RFSS tool requirements gathered, designed, coded, tested and implemented

**Time frame:** FY09

### **ACTION STEP**

**Develop workflow application within the organization**

**Responsibility:** MIS

**Measurement:** Workflow requirements gathered, evaluated and implemented

**Time frame:** FY10

### **ACTION STEP**

**Conduct monthly sales staff brainstorming sessions**

**Responsibility:** Sales

**Measurement:** Meetings conducted and results available

**Time frame:** FY09

### **ACTION STEP**

**Conduct weekly conference calls with all regional managers and sales staff and quarterly face-to-face meetings**

**Responsibility:** Sales

**Measurement:** Meetings conducted and minutes available

**Time frame:** FY09



### 3. Continue to build public confidence and trust

#### **ACTION STEP**

**Create video describing internal controls for the gaming system and provide to regional offices for public viewing**

**Responsibility:** Security/Audit

**Measurement:** Video or handout produced

**Time frame:** FY10

#### **ACTION STEP**

**Continue to utilize marketing/advertising to create public awareness about where the money goes**

**Responsibility:** Advertising/Marketing

**Measurement:** Player feedback utilized to gauge awareness and effectiveness of message and to refine message as needed

**Time frame:** FY09

#### **ACTION STEP**

**Launch a specific advertising campaign to educate the public about surpassing \$1 billion transferred to education that will occur in FY09**

**Responsibility:** Advertising/Marketing/Communications

**Measurement:** Plan to utilize traditional and non-traditional media for broad public awareness developed and implemented

**Time frame:** FY09

#### **ACTION STEP**

**Continue to create winner awareness through public presentations for big winners throughout the state that benefit retailers as well as the NCEL**

**Responsibility:** Advertising/Marketing/Communications

**Measurement:** Number of winner presentation events conducted; media coverage of events tracked using Metro Monitor and clips

**Time frame:** FY09

#### **ACTION STEP**

**Continue to operate in such a manner that there are minimal to no material audit findings**

**Responsibility:** All Divisions

**Measurement:** Minimal to zero material audit findings

**Time frame:** FY09



### **ACTION STEP**

#### **Pay players in timely manner**

**Responsibility:** Administration/Sales

**Measurement:** 99% of players paid day of claim

**Time frame:** Ongoing

### **ACTION STEP**

#### **Provide quality retailer customer service**

**Responsibility:** Administration/Sales

**Measurement:** Using a retailer survey, 90% of retailers satisfied with our customer service

**Time frame:** FY09

### **ACTION STEP**

#### **Research the development of a certification program for store clerks. The certification will assist retailers desiring to hire qualified clerks who are familiar with the lottery**

**Responsibility:** Legal/Security

**Measurement:** Evaluation document available and recommendation made for certification program

**Time frame:** FY10

### **ACTION STEP**

#### **Expand the retailer website to add a security section**

**Responsibility:** Legal/Security

**Measurement:** Security section added to website

**Time frame:** FY10

### **ACTION STEP**

#### **Monitor retailer compliance with state and federal policies and laws such as sales to minors, ADA, and problem gambling**

**Responsibility:** Legal/Security; Administration; Sales

**Measurement:** Number of Sales to Minors violations; percentage of stores that are ADA compliant

**Time frame:** FY09



### **ACTION STEP**

**Produce video to familiarize local law enforcement with the Lottery and provide copies to local units**

**Responsibility:** Legal/Security

**Measurement:** Video produced and disseminated

**Time frame:** FY09

### **ACTION STEP**

**Players representatives provide clear and accurate answers to players and show sincere interest in players' needs**

**Responsibility:** Communications

**Measurement:** Survey of players who call players' hotline conducted and results analyzed

**Time frame:** FY09

### **ACTION STEP**

**Respond to all external inquiries and requests for information timely and provide complete information based on the request and availability of data**

**Responsibility:** Legislative/Communications

**Measurement:** Response time to inquiries tracked and available

**Time frame:** FY09

### **ACTION STEP**

**Provide factual, timely information to legislators and opinion leaders about the status of lottery revenues and the dollars transferred**

**Responsibility:** Legislative/Communications

**Measurement:** Winner information provided semi-weekly; beneficiary newsletter mailed quarterly; annual report mailed yearly; press release on transfers emailed quarterly

**Time frame:** FY09



## **ACTION STEP**

### **Inform the public on sales, winners and beneficiaries**

**Responsibility:** Communications

**Measurement:** Press releases, annual report, beneficiary brochure, DVDs produced and disseminated; speaking engagements tracked

**Time frame:** FY09



## 4. Continue to achieve diversity internally and externally

### **ACTION STEP**

**Work with all hiring managers and recommend additional recruiting sources to ensure a diverse candidate pool for all positions**

**Responsibility:** Human Resources

**Measurement:** Minority percentages established at equal to or higher than that of the state of NC

**Time frame:** FY09

### **ACTION STEP**

**Continue to seek HUB vendors and encourage all major vendors to do the same, share vendor lists, and continue to provide updated information on efforts to expand minority business opportunities and programs**

**Responsibility:** All Divisions

**Measurement:** Number of HUB vendors used

**Time frame:** FY09

### **ACTION STEP**

**Conduct Minority Business Conference**

**Responsibility:** Legal/Security

**Measurement:** Conference held

**Time frame:** FY09

### **ACTION STEP**

**Recruit summer interns of diverse background**

**Responsibility:** All Divisions

**Measurement:** Diverse intern hired

**Time frame:** FY09

### **ACTION STEP**

**Include diverse participants in annual report, brochures, other print and video media, and commercials**

**Responsibility:** Communications/Advertising/Marketing

**Measurement:** Images used in various lottery media included participants that are equal to or greater than the NC minority participation goal of 10%

**Time frame:** FY09





## Conclusion

This strategic plan should serve the NCEL for the next 2 years. We will revisit the plan annually to determine whether action steps need to be added, removed, or altered. The ultimate test of this strategic plan is whether we meet our sales target for the year, with security and integrity.